CITY OF SUGAR LAND

STRATEGIC ACTION PLAN

TEXAS, USA UPDATED OCTOBER 2025

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TEXAS, USA **UPDATED OCTOBER 2025**

The City of Sugar Land Strategic Action Plan was updated following the Council Retreat held in early October 2025. The changes included more focus on fiscal responsibility and better aligning the vision and strategic outcome areas.

This report summarizes the outcomes from the City of Sugar Land Strategic Action Planning process. This planning process ran from July through December 2024. The process included a review of existing plans and surveys, Stakeholder interviews, a Stakeholder Survey, Two-day Think-Tank, Think-Tank report, Focus Groups, Community updates and Staff Sessions.

This process was designed to provide an open, inclusive, and transparent platform for community and City staff members to help create a shared vision and plan for the future of Sugar Land. The Strategic Action Plans focuses on action areas and objectives that can be tackled in the next three years.

These reports and the associated data analysis are available on the project portal:

lab2.future-iq.com/sugar-land-strategic-action-plan/

REPORT PREPARED BY:

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STRATEGIC ACTION PLAN UPDATE 2025- 2027

The City Council and staff have already begun implementing several key areas identified in the Strategic Action Plan. This includes highlights such as the purchase of the Imperial Sugar site.

WELCOME TO THE STRATEGIC ACTION PLAN UPDATE 2025- 2027

The City of Sugar Land Strategic Action Plan was updated following the Council Retreat held in early October 2025.

This Strategic Action Plan was developed during 2024 and early 2025, with considerable input from the community, staff and Council. The plan presents a framework for the future direction of the City of Sugar Land and includes a set of focus areas and objectives. Overall, the plan aims to strengthen the community value proposition and ensure it remains a highly successful community.

Updates made to the plan include:

- Highlighting the continued importance of **fiscal responsibility** and the **efficient delivery** of services.
- Better aligning the vision and strategic outcome areas with the **aspiration to be an outstanding community**.
- Reinforcing the importance of neighborhood character and ensuring new housing initiatives **enhance the local character**.
- Including examples of **new project actions underway**, to reflect the key focus areas and objectives identified by the community.

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SNAPSHOT | REPORT HIGHLIGHTS

This Strategic Action Plan was developed with considerable input from the community and stakeholders. It presents a framework for future direction, and a set of strong focus areas and objectives. The plan aims to strengthen the community value proposition. It includes a strong focus on building strong community engagement and enhancing core values and attributes.

"…Trailblazing to me means being the first, setting the pace and introducing new ideas..."

- Stakeholder Survey Respondent

APPETITE FOR THOUGHTFUL CHANGE

The stakeholder engagement has highlighted an appetite in the community for thoughtful change. There is a recognition of a need to adapt and evolve and invest in the future. However, change is a sensitive topic and needs to be approached in an open and thoughtful manner.

STRONG FUTURE STRATEGIC POSITIONING

Sugar Land has a long history of being a successful and respected community. It has demonstrated the capacity to make innovative investments and build a strong regional economic hub. The community can now build on this past success and take the next big step. The focus on 'Shaping the Next Generation' gives this plan and the community a long-range vision and set of priority objectives and initiatives.

DESIRE TO CREATE A FUTURE-READY COMMUNITY

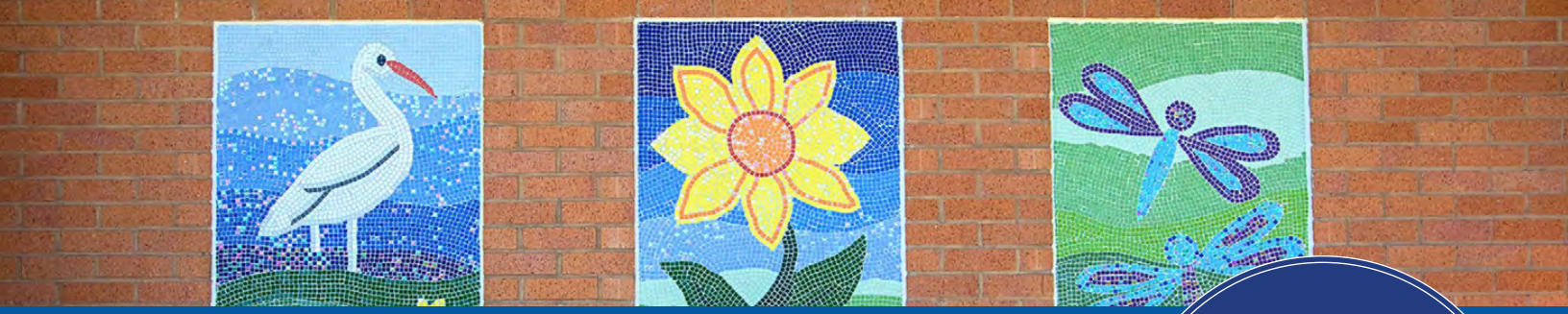
During the planning process, it was evident that many people share a desire to build a future-ready community that is anticipating and responding to emerging trends and issues. This included an understanding of the importance of building the community fabric, and a recognition of the importance of culture.

IMPORTANCE OF A TRAILBLAZING APPROACH

The trailblazing approach that has been embraced by the city and staff has gathered good support. The ideas for how and where the community could bring a trailblazing approach were inspiring and demonstrated a strong desire to think about future advantage and success.

CONTINUED COMMITMENT TO FISCAL RESPONSIBILITY

The City and staff have a strong focus and commitment to fiscal responsibility and delivering exceptional services in an efficient manner.



1.0 | INTRODUCTION

For a complete account of the City of Sugar Land Strategic Action Planning process and reports, please see the project portal at **https://lab2.future-iq.com/sugar-land-strategic-action-plan/**.

In July 2024, the City of Sugar Land embarked on the City of Sugar Land Strategic Action Planning process to deliver a three-year Strategic Action Plan. The purpose was to help position Sugar Land as a diverse, resilient, and trailblazing city.

Key to this process was that the City of Sugar Land expressed an intention for extensive community and stakeholder engagement and input. This engagement was very successful with over 1,500 individuals participating in the City of Sugar Land Strategic Action Plan over the six month process. This engagement ascertained where Sugar Land is and where it could evolve by 2035. The planning process explored the future from an economic, governmental, societal and community level.

A key focus of the Strategic Action Plan process has been a collaborative approach to build an inclusive and resilient Sugar Land. The strategic planning process began in July 2024 and ended in December 2024, with the production of this final City of Sugar Land Strategic Action Plan in January 2025. This report represents the analysis of the research and engagement outcomes and outlines how the extensive accumulated data has informed the identification of a preferred future and key strategic action areas for the future development of Sugar Land in 2035. All information pertaining to the City of Sugar Land Strategic Action Plan project can be viewed on the unique project portal at https://lab2.future-iq.com/sugar-land-strategic-action-plan/.

SUGAR LAND STRATEGIC ACTION PLAN

PHASE 1 Initial Planning and Research

- Detailed work plan and schedule
- Create online project portal; project branding
- Review of existing plans and surveys
- Situational analysis/future readiness assessment
- Strategic planning meetings
- Benchmark with comparable peer communities

Project design, branding, and research

JULY

PHASE 2 Stakeholder Engagement

- Key stakeholder interviews (in person/virtual)
- Stakeholder Survey
- Data Visualization of survey results on portal
- Staff briefing sessions - Q & A and input
- Sugar Land Think-Tank Workshop
- Sugar Land Think-Tank Report

Stakeholder involvement to build alignment

SEPTEMBER

PHASE 3 Plan Development

- Focus Groups to develop Strategic Pillars and Action Areas
- Validate with community-based reference groups
- Draft and develop Sugar Land Strategic Action Plan and Implementation
- Briefing/input sessions with dept. groups

Analysis and synthesis of accumulated input

OCTOBER

PHASE 4 Final Plan and Presentation

- Finalize Sugar Land Strategic Action Plan; input incorporated from prioritization/ decision making tool survey
- City Council presentation of Sugar Land Strategic Action Plan

Council Review and Updates - October 2025'

JANUARY

The planning process has taken a wide approach to stakeholder engagement, with new efforts to engage with residents, staff and businesses in a more collaborative manner.

1.1 | OBJECTIVES OF THE 2024 STRATEGIC ACTION PLANNING PROCESS

The objective of the City of Sugar Land Strategic Action Planning process was to create a comprehensive and sustainable Strategic Action Plan for the City of Sugar Land looking out from 2025-2027. This plan is intended to identify a range of important focus areas that are important to the city trajectory over the next three years.

A key new approach in this planning effort was taking a 'bottom-up' approach and investing in engagement with the community and staff to help build a shared understanding and ownership of the strategic plan.

- **Alignment** with the City's vision and advancement of the City's strategic outcomes
- **Identification** of future priority initiatives for the City organization that fosters sustainable growth and progression for the community
- Designing of a **dynamic and adaptable** strategic plan that includes organizational and community buy-in
- A **shift from a top-down approach** to fostering stakeholder involvement for implementation of the Strategic Action Plan looking out to 2035

This process aims to guide the City's operations and decision making from *January 1, 2025 through December 31, 2027*. The result of this planning process will be the City of Sugar Land Strategic Action Plan.

Future Insights

- Many communities are recognizing the importance of stronger stakeholder engagement, with residents, staff and other partner organizations. The Strategic Planning work undertaken in Sugar Land helps lay a foundation for future engagement and offers a model for the 'bottom-up' approach.
- A key feature of this strategic planning is the focus on an adaptable approach and acknowledging that cities need to be ready for change, and able to absorb changing priorities of the residents and economy.

1.2 | EXISTING VISION & STRATEGIC OUTCOME AREAS

The City of Sugar Land has an existing vision and set of eight major Strategic Outcome areas. These areas have been identified and prioritized by Council and staff. Together, they offer a strong framework for the operations of the City and services it provides to the community and residents.

OUR VISION

WE ARE TRAILBLAZERS: Relentless in Our Pursuit of Greatness so that Our Employees, Residents, and Businesses Can Enjoy a Life Better than They Can Even Imagine.

OUR STRATEGIC OUTCOME AREAS

OUTCOME #1 | **FINANCE: STRONG & VIABLE** Sugar Land is recognized as a leader in financial management, providing our taxpayers with exceptional value, fiscal management and responsibility, providing confidence, and transparency.

OUTCOME #2 | **COMMUNITY: SAFE & SECURE** Sugar Land is a safe community that enhances the quality of life for residents and visitors by being ranked as the safest city in the nation by providing world-class emergency services.

OUTCOME #3 | **ECONOMY: THRIVING & VIBRANT** Sugar Land is focused on re-invigorating this entrepreneurial spirit to keep us moving forward. We recognize that the future starts now and are committed to engaging the community to re-imagine our city.

OUTCOME #4 | **CULTURE: DYNAMIC & FUN** Sugar Land delivers a broad range of iconic destination venues, facilities, and businesses that offer entertainment and activities for residents and visitors, including performance venues, sports and recreation, and unique events and outdoor celebration.

OUTCOME #5 | **GOVERNMENT: RESPECTED & INFLUENTIAL** Sugar Land is respected for having strong relationships with our community and at all levels of government because we have a bold vision and transparent governance and deliver on our commitment to the public.

OUTCOME #6 | **TRANSPORTATION: CONNECTED & CONVENIENT** Sugar Land takes a multifaceted approach by innovating mobility to connect people and places. We embrace emerging trends and transportation technology to deliver outstanding levels of connectivity for our residents.

OUTCOME #7 | **INFRASTRUCTURE: SUSTAINABLE & RESILIENT** Sugar Land continues to maintain and develop comprehensive, sustainable, and resilient infrastructure that adapts to a dynamic environment.

OUTCOME #8 | **PEOPLE: WELCOMING & ENGAGED** Sugar Land excels at building relationships within our community through big, bold visions and will achieve an engaged community that helps us understand how we can better care for our neighbors.

1.3 | ROLE AND PURPOSE OF THE STRATEGIC PLAN

The Strategic Action Plan is one of the key planning documents for the City. It helps define the medium term (3-5 years) focus areas, priorities and key initiatives.

This plan was developed to help fulfill the trailblazing ethos, by identifying future-shaping focus areas, that will help the city accelerate work on important innovations and actions. The Strategic Action Plan has a relationship with other planning tools and will help shape the immediate budget and departmental plans.

Strategic Action Plan

3 - 5 YEARS

Purpose: Sets the medium-term priorities and focus areas, plus helps determine the speed and scale of actions.

Focus: Identifies medium-term FOCUS AREAS, PRIORITIES and KEY INITIATIVES for the City, that will help fulfill the vision and long-term direction. Includes STRATEGIC OUTCOMES and CORE METRICS for implementation.

This Strategic Action Plan is a potent document, that identifies high priority objectives over the coming three years, and lays out a framework for areas of innovation in the City operations and programs.

2.0 | SETTING THE CONTEXT – SUGAR LAND'S CURRENT STRATEGIC POSITION

Sugar Land is at an important crossroads in its history and trajectory. The city has developed and grown based on large-scale high-quality developments, particularly of single-family homes. The city is now approaching a fully built out phase, where there is little developable land remaining.

Some key features of current strategic position of Sugar Land include:

THE COMMUNITY OF SUGAR LAND ENJOYS A STRONG REPUTATION AND A PRESTIGIOUS STATUS. This has been well earned through quality developments and investments over time. However, surrounding cities are now competing strongly, and striving to build their own reputation and amenities, which creates competitive pressure on Sugar Land.

THE POPULATION DEMOGRAPHIC AND MAKE-UP OF THE COMMUNITY IS CHANGING RAPIDLY. The population has recently declined and is aging with a significant increase in people over 60 years of age, together with a proportionate drop in younger people. At the same time, the population is becoming much more diverse.

THE COMMUNITY IS POISED FOR SOME BOLD STEPS. Investment in entrepreneurial programs (example: Plug and Play) is a great step. There are also several iconic sites (example: Imperial) that are primed for redevelopment and offer the chance to boost the community reputation and offer new options for housing and amenities.

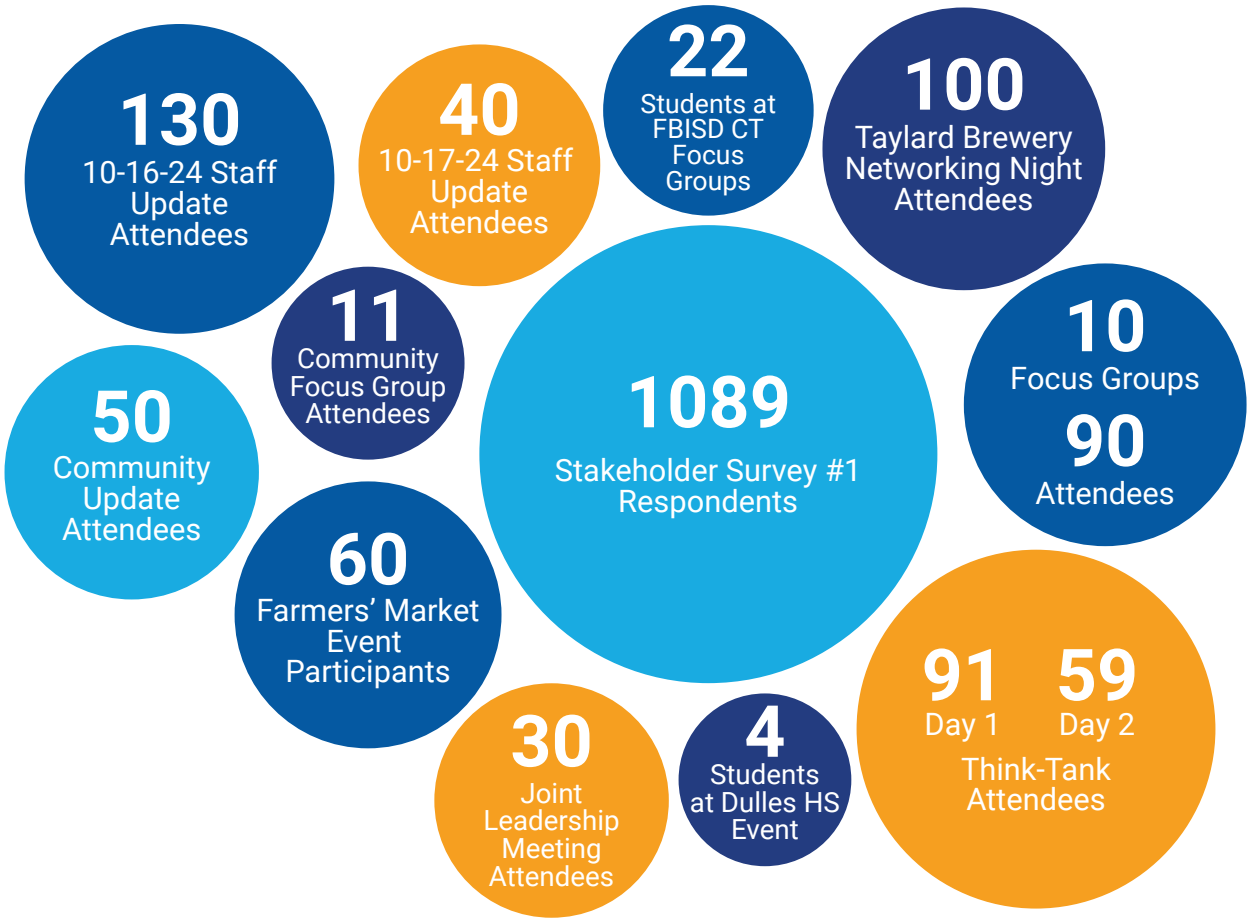
Sugar Land has established a strong vision of being a trailblazing city. This is a very strong concept and offers great scope for future innovation and performance.

3.0 | STAKEHOLDER ENGAGEMENT METHODOLOGY AND OVERVIEW

The City of Sugar Land Strategic Action Plan involved a wide, deep, and transparent engagement process with the Sugar Land Community and City Staff and Leadership.

The City of Sugar Land Strategic Action Plan has been built on extensive community and stakeholder input, which was the intention at the project inception.

This engagement was an integral and central design feature of the planning process. The engagement and data-driven methodology progressively focused the discussion on emerging key themes and stakeholder aspirations for the future. The purpose of the process was to arrive at a 'point of consensus' that represented the shared vision for the future, and a comprehensive strategic plan – with actions - that propels the region towards that preferred future. A key feature of the planning process was the stakeholder engagement sessions.



Data Insights

- In total, over 1,500 people had some input into this planning process. This included a significant portion of resident input, and strategy development with staff and other key stakeholders. Overall, people appeared to appreciate the opportunity and generously provided insight and perspectives.
- People were able to offer input in a variety of ways, including online surveys, workshops, think-tank sessions and focus groups. This was complemented by more informal sessions with residents, school students and business stakeholders.

3.1 | CITY OF SUGAR LAND FUTURE THINK-TANK

A key part of the engagement methodology was the Think-Tank held in early September. This was the first significant stakeholder engagement event and kicked off the discussion about the future direction of the community.

To identify the preferred future of Sugar Land, looking out to 2035, stakeholders and community members participated in the scenario-planning future Think-Tank. The six-hour City of Sugar Land scenario-based Think-Tank event was conducted over two days on September 5 and 7, 2024. In total, approximately 100 people attended including key business, education, government, non-profit stakeholders, and community members.

In total, approximately 100 people attended the Future Think-Tank workshops, held at the T.E Harman Center. These sessions created four plausible futures for Sugar Land, looking out to 2035.

The Think-Tank was intended to build a vision for future planning for Sugar Land that will guide the city looking out to 2035 through scenario planning methodology. Participants worked through the scenario planning process to produce four plausible futures for Sugar Land, looking out to 2035. These scenarios became a 'testing group' for future stakeholder input in the survey and focus groups.

More information on the content and outcomes from the Future Think-Tank can be found in Section 5 of this Strategic Action Plan, and also in the City of Sugar Land Future Think-Tank report that was released in September 2024 and can be viewed at **https://lab2.future-iq.com/wp-content/uploads/2024/10/Sugar-Land-Think-Tank-Report.pdf**.

Key Insights from the Think-Tank

- The future direction of the community is a key future issue for consideration. There is a recognition by many that the community needs to adapt and evolve, but also people are very committed to retaining the safe, family orientated suburban feel that has been part of Sugar Land's value proposition.
- The future of infrastructure and investment is a key 'future-shaping' issue. For many people, it was recognized that investing in the future, with better use of technology, is a priority.
- Overall, the Think Tank participants expressed a desire to continue to improve and invest in the City, and to intentionally focus on the evolution of the community. There were a wide range of views, but the consensus was the need for ambitious change that can help prepare Sugar Land for the next generations of residents and families.

3.2 | STAKEHOLDER AND COMMUNITY MEETINGS

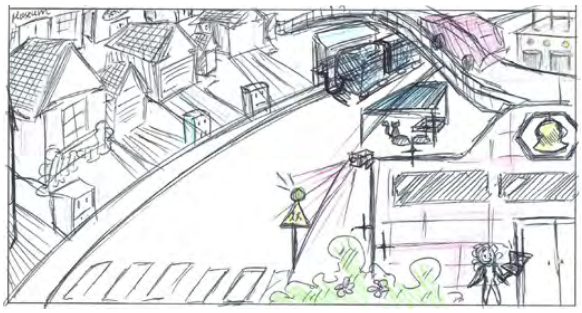
Following on from the City of Sugar Land Future Think-Tank, there were numerous focus groups, community sessions, staff sessions and stakeholder engagements across the community. These were designed to seek reactions to the future scenarios and identify the preferred future.

The engagement sessions were conducted in a series of different formats, from dedicated sessions with students, to open house events at local business establishments. The discussions explored the scenarios, their implications, and also dived into a range of specific topics. These topics were identified from the broader Think Tank discussions. Some of the topics included:

- **Expanding housing options for all ages**
- **Reimaging city amenities to create community nodes**
- **Expanding recreation and healthy living options**
- **Building greater community engagement and connection**
- **Technology helping manage city infrastructure**
- **Adapting the suburban landscape for a hotter world**
- **Moving to a sustainable city model**
- **Moving from a Rapid Growth to a Redevelopment Model**
- **Enhancing safety and the sense of community**
- **Fostering the economy of the future**

The Stakeholder and Community meeting helped inform and develop the strategic focus areas, and the priority of topics. These sessions were a hands-on opportunity for stakeholder to shape the plan.

The sessions with youth explored their ideas about the future, and the general business stakeholder sessions explored their desire and interest in change. In addition, drafts of the strategic plan framework were shared at the community update and some staff sessions, and input on structure and wording was encouraged.



Key Insights from Stakeholder & Community Meetings

- The sessions highlighted the importance of safety and suburban feel, especially to many existing community residents. There was also a significant interest in the community investing in upgrading facilities and amenities.
- One of the tension points in the discussions was around residential growth and housing options. Most people wanted to see some more housing options, especially for younger families and young professionals, but also for retirees and people downsizing their homes. However, there was some vocal support for no change in housing density anywhere in the city, although there was a universal recognition the city needed to fund infrastructure upgrades and renew areas that were 'faded' and outdated.
- Overall, people saw potential in applying technology to help improve services and functions across the city, and some people were very enthusiastic about the potential positive impacts of technology.

3.3 | STRATEGIC ACTION PLAN STAKEHOLDER SURVEY

The City of Sugar Land Strategic Action Plan Stakeholder Survey ran from September through November 2024. It was designed to seek broad community input and build on the work of the Think Tank and the stakeholder engagement sessions. The survey received 1089 responses.

With a mix of close-ended, ranking questions and open-ended questions, this survey intended to ascertain the community and stakeholders' views on the following topics, including:

- **Future direction and strategic positioning of Sugar Land in relation to community focus and fabric and infrastructure and amenities**
- **The importance of Sugar Land being a 'Trailblazing City'**
- **The future reputation of the community**
- **The Vision for Sugar Land in 2035**

The Stakeholder Survey gathered excellent information about the communities appetite for change, and the importance of various topics. The sample size was large enough to gather meaningful insights.

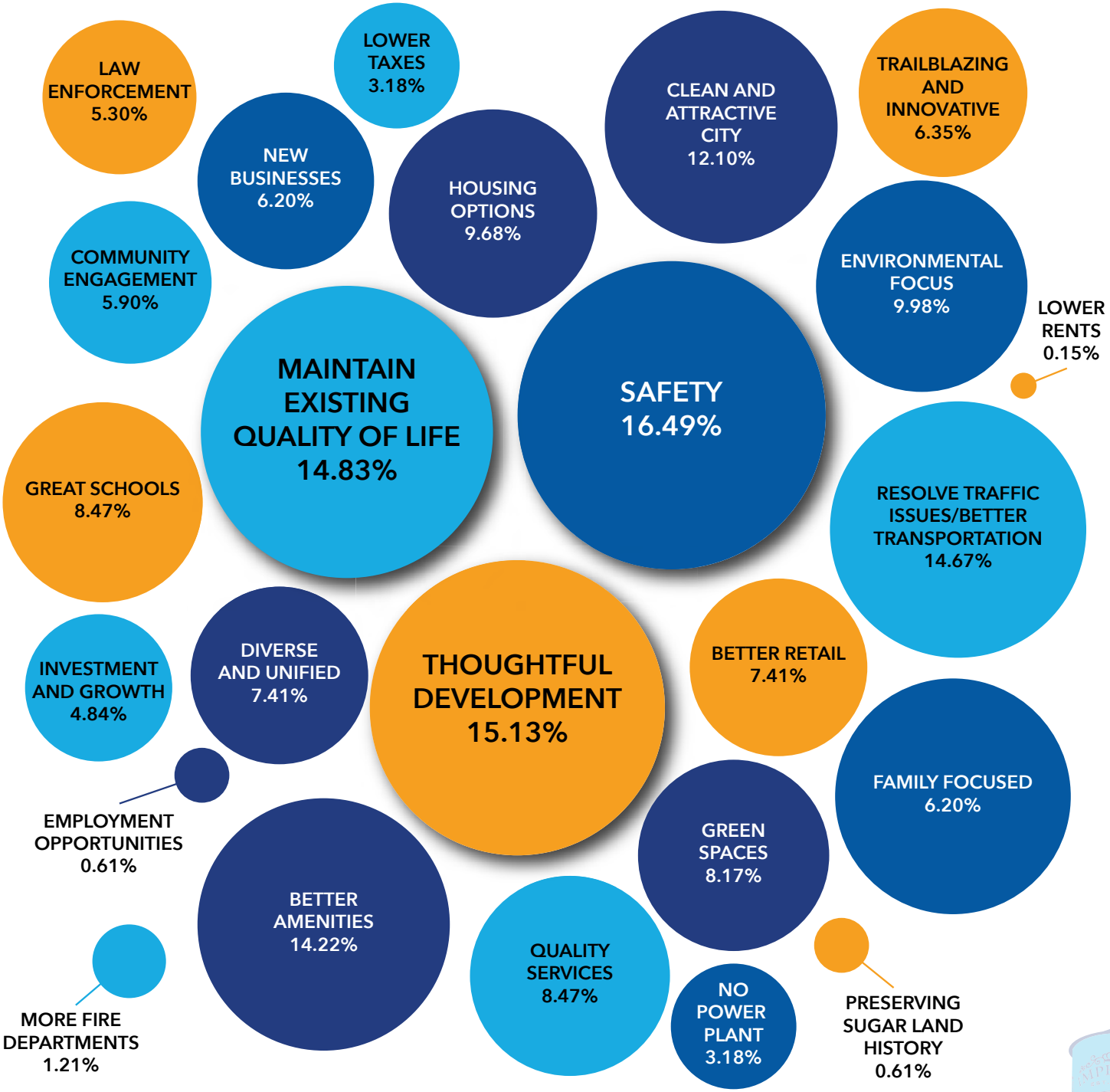
The survey questions, answers and interpretations can be found on the data visualization portion of the project portal at: **lab2.future-iq.com/sugar-land-strategic-action-plan/city-of-sugar-land-stakeholder-survey/data-visualization/**. This will give you the ability to interactively view the data.

Key Insights from the Stakeholder Survey

- There is a clear desire and priority from the community to protect and enhance the sense of a safe, friendly, family orientated suburban community.
- There was a significant proportion of respondents, who also saw the important need to adapt and evolve, and to invest in the future. This was particularly the case on topics like:
  - Investing in the quality of life of residents.
  - Fostering strong, connected and engaged communities.
  - Adapting the community to a hotter world, and applying new technologies.
  - Providing new community connection and recreation points.
- The concept of being a trailblazing community was well supported by stakeholders, however around 20% of respondents did not see it as important, or didn't know. In the open-ended responses, people were enthusiastic about the types of things the city could be a 'trailblazer' for, including staying ahead of trends, leading the way, and technology / innovation.
- The future reputation of the community was considered very important, and this is an area where there is potential to redefine the value proposition of the community.

Answers to the Strategic Action Plan Stakeholder Survey Question:

WHAT IS YOUR VISION FOR SUGAR LAND IN 2035?



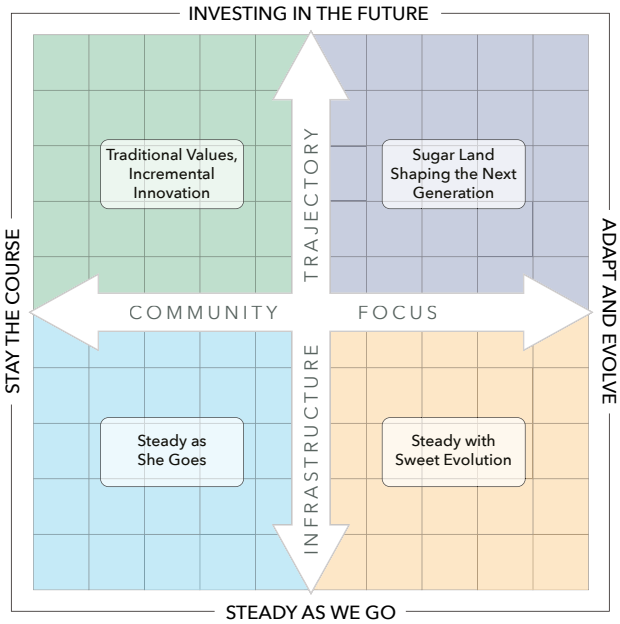
4.1 | SCENARIOS OF THE FUTURE FOR SUGAR LAND – FRAMEWORK FOR EXPLORATION

The scenario development process at the Think-Tank allowed stakeholders to examine the implications and consequences of different and plausible future directions for Sugar Land, looking out to 2035.

The scenarios developed during the scenario planning process at the Think Tank were used as a framework to discuss future possible outcomes and implications for strategies for the City of Sugar Land.

The scenario framework created four different future scenarios, with varying degrees of change and trajectory. The scenarios were created using the scenario matrix framework, which was built around the two macro themes of Infrastructure Trajectory and Community Focus. This framework was used through the community engagement work and survey to identify a preferred future, and help inform the strategic plan.

There is a focus on embracing new technology to create a 'Smart City' to tackle emerging infrastructure challenges, resource management and climate adaptation. Infrastructure helps provide new community connection points and recreation options. Innovative models help create more housing diversity across age ranges, with more intimate neighborhoods and some areas of subtle density.



The community relies on its well-earned strengths, including good school district, existing green spaces and safe and peaceful neighborhoods. The focus is primarily on the existing residents, who have earned their place. The priority is on preserving the traditional family-oriented suburban community, that is safely outside the urban Houston hustle.

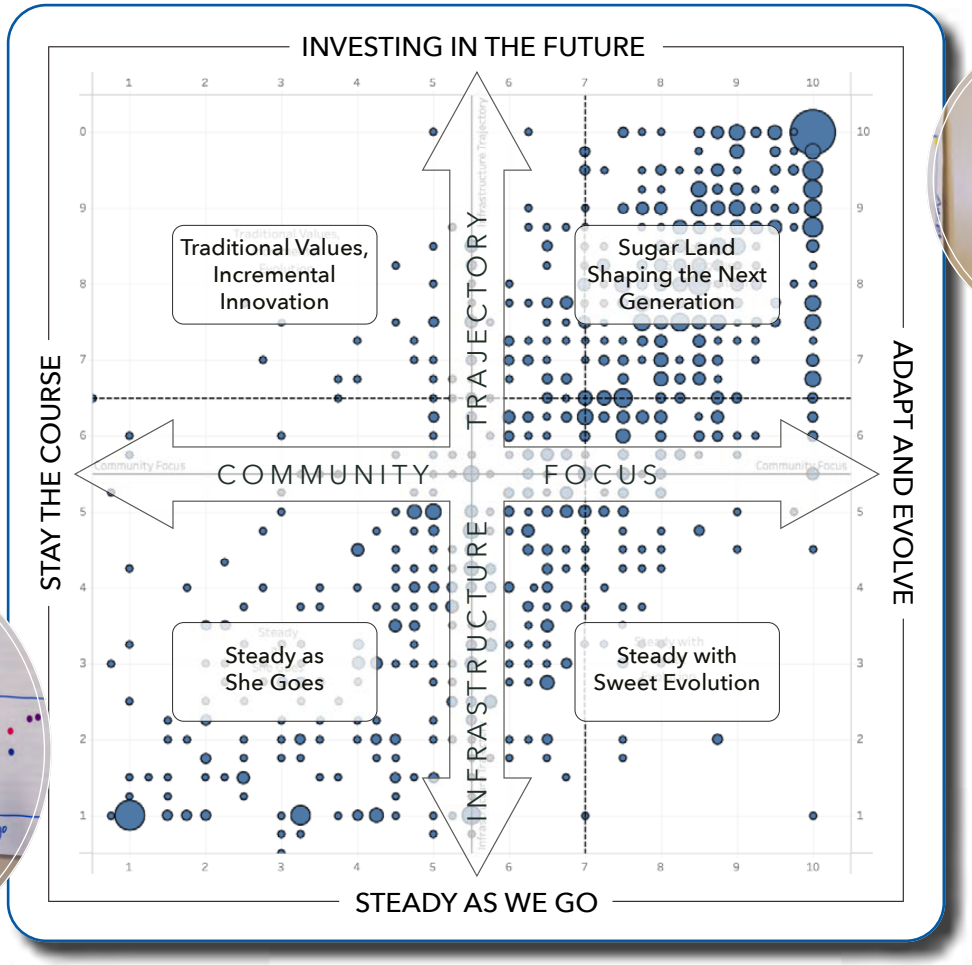
The community embraces emerging demographic and social changes, to build a diverse intergenerational community fabric. The community builds on the existing strengths, by focusing on creating exceptional quality of life for current and new residents. There is an intentional fostering of strong, connected and engaged neighborhood communities.

The focus is on cost-efficient and budget conscious investment in key infrastructure. The focus is on only replacing existing infrastructure as needed, and the community is reliant on the broader regional transportation network and power systems. Housing stock and availability is limited and dominated by existing single-family homes in the suburban setting.

4.2 | IDENTIFYING AND VALIDATING THE PREFERRED FUTURE

The scenario framework was used in multiple ways to explore the concept of the least desirable, expected and preferred futures. Think Tank participants and workshop attendees were asked to plot their least desirable, expected and preferred future for Sugar Land in 2035 via the scenario matrix.

This was also explored in the Stakeholder Survey, where the scenario framework was used to assess preferred future and appetite for change. Throughout the process, the majority of participants identified the upper right quadrant as the preferred future as Scenario B – Sugar Land Shaping the Next Generation. This is a future where the community is investing in the future for infrastructure and is intentionally adapting and evolving at a community level. It should be noted that the data also has a strong element of maintaining the safe, family friendly, suburban neighborhood experience.



Future Insights

- When presented with choice, stakeholders opted for continuing to invest in moving the community forward. This is reflected in the passing of the recent infrastructure bonds, where all the measures were passed.
- There is some considerable debate about housing and density, but a significant percentage of people (43%) saw it was important to very important to invest in creating new housing options, while 40% thought it was not important.
- There is also strong support for building the community fabric and adapting and evolving the community.

4.3 | THE PREFERRED FUTURE FOR SUGAR LAND IN 2035 – "SUGAR LAND SHAPING THE NEXT GENERATION"

The preferred future was used to help define the strategic plan framework, which is designed to focus on the building blocks to make that future a reality.

The preferred future generated is called "Sugar Land Shaping the Next Generation". The preferred future 'Sugar Land Shaping the Next Generation' outlines a shared vision, where the city is intentionally investing and evolving to stay relevant, successful and appealing.

From the work in the Think Tank, this scenario description includes community members embracing emerging demographic and social changes to build a diverse intergenerational community fabric that allows for aging in place. Housing options may be expanded to include ADUs, multi-family, some higher density, and mixed-use development. The population grows to include a diverse, highly skilled workforce that is supported with a broad array of life-long learning opportunities. Investment in innovative technologies and cutting-edge infrastructure reduces the impact of climate events on residents and businesses. Green space and shade are prioritized, and solar panels, EV charging stations, and smart technologies are employed throughout the city. New buildings are required to be LEED certified. More bike lanes, trails, and walkable areas are created to increase connectivity and accessibility for all ages.

SCENARIO SNAPSHOT | FUTURE IMPLICATIONS

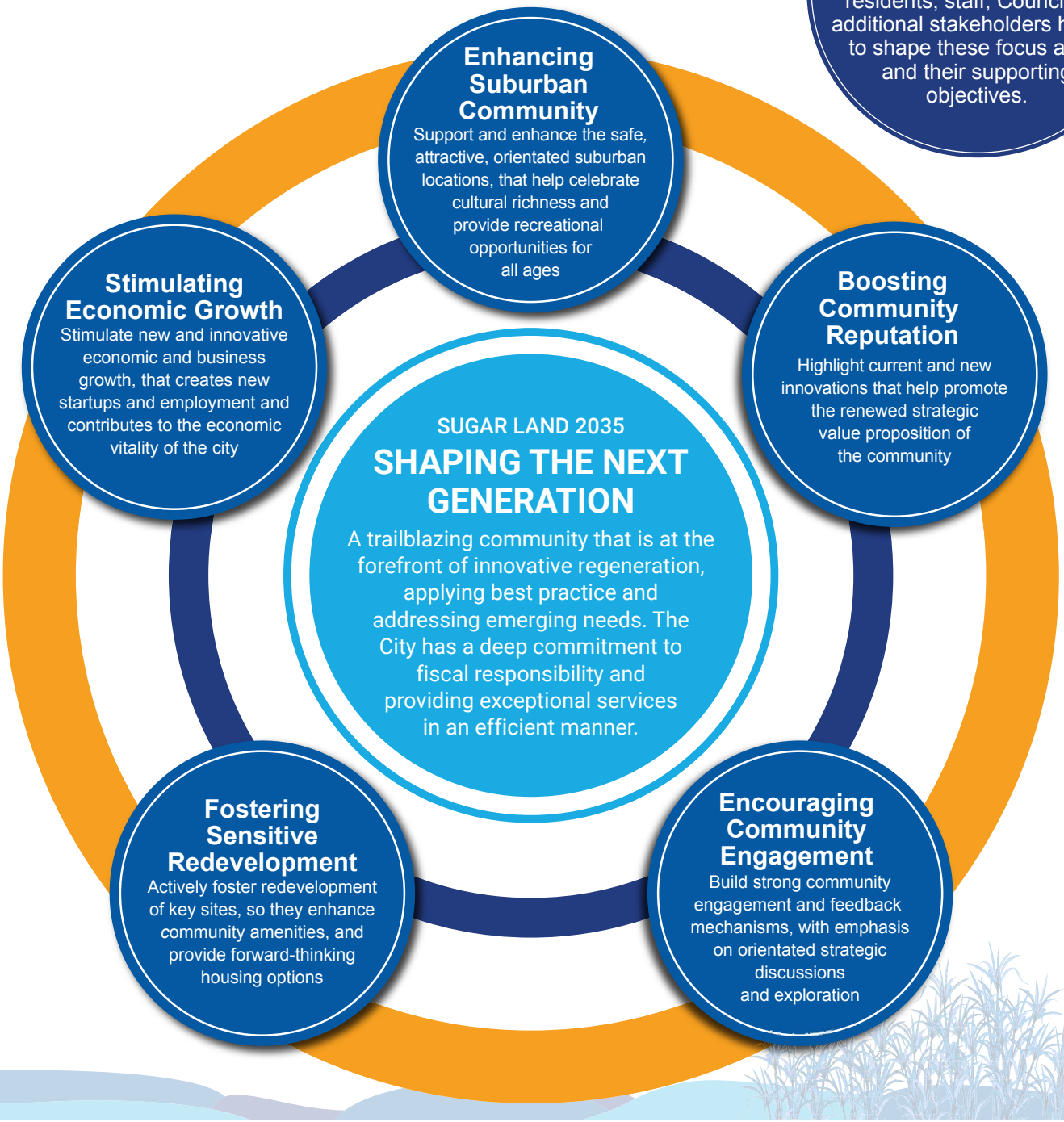
- Smart technology is embraced
- Population increases with a diverse, highly skilled workforce
- Innovative housing models provide more options for all age groups
- Building codes are oriented towards extreme weather
- Transportation options expand promoting accessibility and connection
- A strong school system provides a broader array of educational options for youth and adults

5.0 | STRATEGIC PLAN FRAMEWORK - 'ALL-IN INITIATIVES'

The preferred future was used to help define the strategic plan framework, which is designed to focus on the key strategic focus areas that will make that future a reality. These key strategic focus areas are called the 'All-In Initiatives.'

Each of the 'All-In Initiatives' is supported by a series of key objectives, that can be achieved in the short to medium term and will produce long-term results. They are intended to produce systemic and catalytic shifts that will drive the future economic growth, community reputation and character of Sugar Land. These objectives have been designed to build the future pathway to the preferred future, and to reflect the ethos of being a trailblazing city.

The 'All-In Initiatives' are the big strategic focus areas identified through the stakeholder engagement work. Community residents, staff, Council and additional stakeholders helped to shape these focus areas and their supporting objectives.



5.1 | ENHANCING SUBURBAN COMMUNITY

High Level Objective: Support and enhance the safe, attractive, oriented suburban locations, that help celebrate cultural richness and provide recreational opportunities for all ages

Enhancing Suburban Community

5.1.1 | IMPORTANCE OF ENHANCING SUBURBAN COMMUNITY

Throughout the planning process, the community has highlighted the desire to retain the attractive family-oriented suburban neighborhoods. People appreciate the experience of living in an attractive, safe and well-regarded city with an exceptional quality of life. Sugar Land residents regularly express very high levels of satisfaction about the city and the quality of services. However, residents did identify areas where the suburban experience could be further enhanced. This included changes in areas such as community and neighborhood connections, recreational amenities and the ability to be able to embrace demographic, social and cultural change. There also appears to be a strong willingness in the community to invest resources in making investments to enhance the suburban community feel.

The unique suburban feel and family-oriented experience has been identified by residents and stakeholders as a key part of the Sugar Land value proposition and appeal.

Future Insights

- The cultural diversity in Sugar Land is well understood and could be an important part of the future appeal and character of the community. The ability to be able to absorb shifts in demographic makeup is an asset and reflects resilience in the community. This aspect is something that could be further developed by investing in cultural celebration.
- Trends in suburban living, such as aging population and increasing work-from-home options, is changing the way people live and relate to neighborhood spaces. There is an increasing social appetite for more connection, to avoid loneliness and isolation, and to enrich people's social lives. Sugar Land can reimagine some of the suburban amenities and spaces to create more gathering and connection 'third places'.
- The community survey data also shows that a significant portion of the community considers that it is important to adapt and evolve and continue to innovate in terms of what defines suburban living. There is desire for more amenities, potential for intergenerational living and intentional celebration of diversity and inclusivity.

Objective 1: Fostering cultural celebration

Enhancing Suburban Community

By leaning into our diversity, we aim to bring people together, celebrate unique traditions, and strengthen our sense of identity and belonging. Our City takes pride in its diverse community and is committed to fostering cultural celebration by providing spaces and infrastructure that highlight and honor our shared heritage. From dedicated art installations and multicultural signage to community buildings that host performances, exhibits, and cultural events, we are creating an environment where the arts and cultural expression can thrive.

Objective 2: Expand destination opportunities for all

The future of Sugar Land needs to include places that people want to visit to have fun, connect, and build lasting memories with one another. These destinations will be designed to cater to all generations and reflect our community's diverse cultures, ensuring inclusive and engaging experiences for everyone. By creating vibrant spaces and exploring opportunities to partner with local government, education, businesses and non-profits, we aim to foster collaboration, enhance cultural enrichment, and establish Sugar Land as a hub for connection and recreation.

Objective 3: Build strong community connections

Building strong community connections requires collaboration between neighborhoods, community partners, and non-profits to achieve shared success. We recognize that a thriving community is built on meaningful relationships and social capital—trust, networks, and shared values—that strengthen the bonds between residents and organizations. The City aims to serve as a facilitator and partner, encouraging collaboration and empowering grassroots efforts. By investing in these connections, we can create a more resilient, inclusive, and united community that enhances the quality of life for all.

Objective 4: Providing quality family infrastructure

Providing quality family infrastructure means creating a safe, welcoming, and inclusive community where families of all sizes and backgrounds can thrive. This includes housing availability and affordability, walkable neighborhoods, and well-maintained infrastructure, with parks serving as vital spaces for recreation, connection, and enjoyment. By investing in accessible parks and public spaces, and prioritizing public safety, we aim to build a community where residents feel secure, connected, and proud to call home.

Focus Area in Action - Example of Implementation

Enhancing Suburban Community | Project: Build Better Blocks

Through creative placemaking, The Sugar Land Better Block project, launched the weekend of September 26, 2025, demonstrated how art, shade, seating, music, and local businesses can turn a simple intersection into a vibrant, people-centered destination. By engaging residents in shaping this transformation, the project not only activates underutilized property but also builds momentum toward our vision of safe, attractive, and family-oriented suburban spaces that celebrate culture and create lasting connections.

5.1.3 | IDEAS FROM STAKEHOLDERS

The following bullet points are ideas and actions that emerged during the engagement process. Focus group participants and survey respondents were asked for specific ideas on actions that could be taken to achieve the preferred future, 'Sugar Land Shaping the Next Generation'.

Enhancing Suburban Community

Expand the Senior Center and link older people and young professionals – they are more similar than we think. Think about more mobility and connection for the aging population.

Expand recreational offerings such as Pickleball in the Constellation Field and also Sports Tourism.

Leverage the growing mountain bike community and use the shaded creeks to encourage this sport.

Create more community gardens for people of all ages to gather and socialize.

Provide a Recreation Center for all ages and all sports for community to access throughout the day and evening. This could be a community hub with coffee shop and gathering spaces.

"I envision a community built on family values and commitment to education, public service, and interconnectedness. The activities and amenities in the city could be revamped a bit, but the city is already a very safe, clean, and prestigious place to live."

- Community Survey Respondent

We need more offerings for all ages including young people – roller rink, arcade, putt putt for example. There are not enough activities on offer in Sugar Land.

Create a vibrant Town Square with more retail and dining options. Make this the go to place in Sugar Land which is appealing to residents and visitors.

The Imperial Sugar Company district could become a cultural landmark, housing galleries, theaters, and public spaces.

We need to continually upkeep the Town center and the Mall Ring Road area but not put all our eggs in the First Colony Mall basket. If we do, we run the risk of ending up like Sharpstown Mall, Westwood Mall, and West Oaks Mall.

Strong building codes and well-funded police – helping each neighborhood to take pride in their individual diversity and history.

Connect the community via transportation links, walkable areas and cycle trails.

More futuristic housing options such as smart home technology, tiny home communities, high end and high-rise apartment complexes which would attract younger generations to move into Sugar Land and be able to afford to move into Sugar Land.

"By 2035, Sugar Land will be a model city where quality of life and community connections thrive. Parks, trails, and green spaces will be central, fostering health and well-being for all ages. With safety as a priority, residents will feel secure in neighborhoods that are both welcoming, inclusive and vibrant."

- Community Survey Respondent

Maintain the small town that is Sugar Land

Source of Stakeholder Idea:

Focus Groups | Community Survey | Think-Tank

High Level Objective: Highlight current and new innovations that help promote the renewed strategic value proposition of the community

Boosting Community Reputation

5.2.1 | IMPORTANCE OF BOOSTING COMMUNITY REPUTATION

People in Sugar Land are understandably proud of their community and its reputation. The quality of services, housing developments and community amenities is well regarded and appreciated. There is an underlaying value of excellence and innovation that is part of the Sugar Land 'cultural DNA'. However, stakeholders have also identified a concern that the reputation of the community could be in danger of 'fading'. Infrastructure is due for replacement, some housing is aging, and new developments are occurring in adjoining cities and areas. The planning work has identified the desire and opportunity to refresh the value proposition, and strategically position Sugar Land as a premier successful and innovative community. This recognizes that the task is to appeal to the future potential residents of Sugar Land, hence 'Shaping the Next Generation'. This will require understanding the needs and amenities they desire, and how Sugar Land meets their aspirations.

Sugar Land can invest to intentionally build and frame its reputation, in a way that reflects it traditional and emerging values. Having a good reputation is seen as a very important issue for the future.

Future Insights

- Communities like Sugar Land have reputations that are built around issues such as school performance, housing types and prices, businesses and community amenities, and quality of governance. Sugar Land needs to address each of these items as it refreshes it reputation.
- The importance of reputation to the survey stakeholders reflects the underlying pride people have in the community. It also can have a direct impact on issues such as demand and price of housing.
- The survey responses on the question of reputation reinforced the core values around being a great place to live, attractive, clean, and safe. This is complemented with the aspiration to be the best place to live and work, be innovative and offer great amenities.

Objective 1: Develop an updated 'Value Proposition' statement

Boosting Community Reputation

Building reputation can be done by leveraging the power of words and stories. This can also bring communities together under a common vision and foster a sense of belonging - especially important in diverse communities where members might have varied backgrounds or perspectives. An updated value proposition statement for the City of Sugar Land will help reinforce the relevance and alignment of the City's daily operations and the community's current and future needs, expectations, and challenges.

Objective 2: Baseline and benchmarking reputation

To establish a clear starting point and allow for robust, regular tracking of our progress over time, we will implement the use of a formal tracking mechanism regarding reputational sentiment within the community and across all relevant stakeholder audiences – from residents to businesses and visitors to employees, with feedback also sought from past and potential new community members. Such tracking will allow for an objective assessment and competitive analysis to gain insights into where we stand relative to our vision and mission and our competitors or peers.

Objective 3: External visibility and recognition

To help further build credibility and enhance community pride, it is proposed to establish an external visibility and recognition program that boosts the Sugar Land brand and profile. This program would be developed in conjunction with the community, to create a shared sense of ownership in the future – also helping build positive rapport and trust. Additionally, this effort will include initiatives to increase the economic value of the Sugar Land brand.

Objective 4: Establish broad partnerships that help spur innovation

This effort aims to foster innovation and collaboration between our key institutional partners and businesses. We recognize the key role that private and public sector partners such as academic institutions, research centers, and businesses – both major primary employers, small businesses and entrepreneurial start-ups – play in the vitality of our city. Stronger partnerships can create a shared sense of ownership in the future of the city, and build new collaborative approaches to help solve the increasingly complex problems facing communities today – all the while driving positive, tangible economic progress for businesses and residents.

Objective 5: Leverage social proof and testimonials

It is important to be transparent and accountable to the public – with an emphasis on sharing success stories, testimonials, and case studies from stakeholders who have partnered on these efforts. This can be done through a variety of methods, to help demonstrate social proof of the real-world positive impact on our community and build critical momentum for attracting new residents and building trust with current residents.

Focus Area in Action - Example of Implementation

Boosting Community Reputation | Project: STAR Model

The STAR Model—Sugar Land's Service, Trust, and Reputation Model—is a new framework the City uses to understand and strengthen its reputation with residents, businesses, and stakeholders. It measures public perception across key dimensions, including safety, service quality, trust in leadership, innovation, and economic vitality. This model turns community trust, satisfaction, and perception into measurable insights that help guide leadership decisions and ensure alignment with what matters most to our residents. The STAR Model was introduced to the community during the City's annual Earth Day event. Using real-time artificial intelligence (AI) and sentiment analysis, participants shared their thoughts about Sugar Land and saw their feedback analyzed for tone—positive, neutral, or negative—demonstrating how community input directly shapes our reputation and priorities.

5.2.3 | IDEAS FROM STAKEHOLDERS

The following bullet points are ideas and actions that emerged during the engagement process. Focus group participants and survey respondents were asked for specific ideas on actions that could be taken to achieve the preferred future, 'Sugar Land Shaping the Next Generation'.

- Get Sugar Land ahead of the national healthy living metrics.
- Promote Sugar Land's reputation through intentional national marketing campaign as great place to live, work and visit.
- Build Sugar Land's profile through success stories from residents, business owners and entrepreneurs and promote these stories.

"The most important part of Sugar Land's future reputation is quality of life and experience for its residents and visitors. The greatest compliment someone can give to the city would be to recommend it to their family and friends. "If you want/need to xyz (shopping, music, dining, night light, festival, etc.), Sugar Land is always a great idea."

- Community Survey Respondent

- City should focus on how Sugar Land is viewed by those who don't live in Sugar Land – what is the benchmark and baseline to see how Sugar Land is viewed with comparable cities.
- Create connection between institutional partners and businesses to assist with enhancing the profile of Sugar Land for potential residents and businesses.
- Sugar Land should be known for being an affordable and family friendly place to live.
- I'd like Sugar Land to be renowned for offering an excellent quality of life with a reasonable cost of living, low crime rates, high mobility and good schools.
- Grow Sugar Land organically and maintain its character, diversification, quality of schools and security

- Keep Sugar Land, Sugar Land! A quality, safe, upscale community
- Create a unique selling point for Sugar Land or mission statement. This will bring everyone together under a common vision and sense of community.

"The most important aspect of Sugar Land's future reputation will likely be how we approach our urban development and city governance. We need to continue modernizing our infrastructure to keep pace with growth, whether that's improving transportation, investing in digital connectivity, or making our public spaces more accessible and sustainable. In short, I want people to say, "Sugar Land TX is a small city done right."

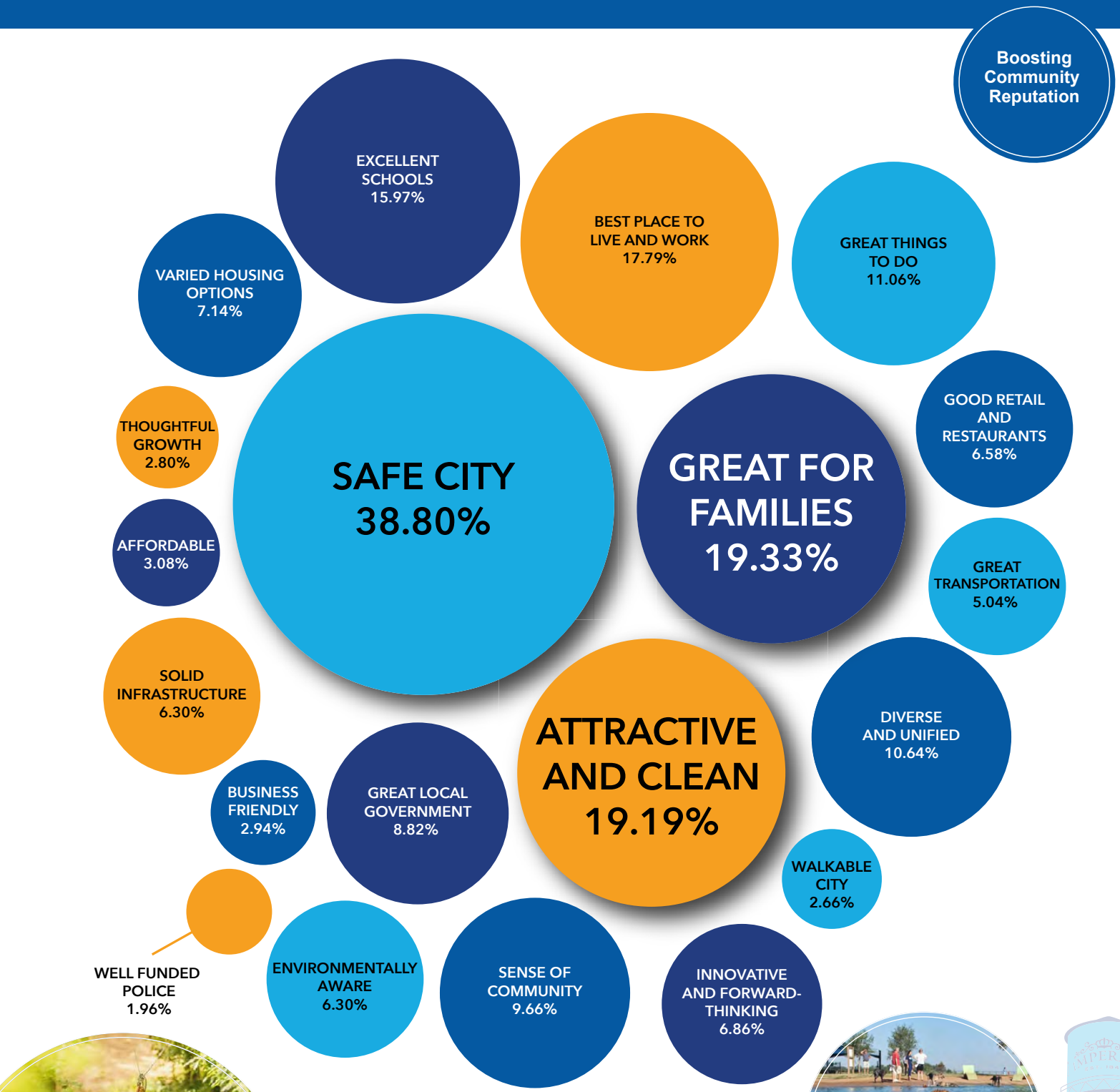
- Community Survey Respondent

Source of Stakeholder Idea:

Focus Groups | Community Survey | Think-Tank

Answers to the Strategic Action Plan Stakeholder Survey Question:

WHAT DO YOU THINK WILL BE THE MOST IMPORTANT PART OF SUGAR LAND'S FUTURE REPUTATION IN 2035?



High Level Objective: Build strong community engagement and feedback mechanisms, with emphasis on orientated strategic discussions and exploration

Encouraging Community Engagement

5.3.1 | IMPORTANCE OF ENCOURAGING COMMUNITY ENGAGEMENT

The survey results and workshops consistently highlighted the desire to have a more connected and engaged community. This includes a close connection between the City and the community residents and stakeholders. There is a desire to 'close the gap' and have the City be seen as an intimate part of the community. This topic area also includes the idea of creating closer connections within the community and building a tight social fabric that connects residents as part of the Sugar Land community. This is increasingly important in today's world, where people are being pulled into 'insular bubbles' in virtual space and are less connected to the people immediately around them.

Communities like Sugar Land are increasingly finding they need to intentionally invest in community building work, to help create connections, decrease isolation, and build community spirit.

Future Insights

- Community connections help build social capital and trust, which are critical to good governance and community building. In many cases, people are becoming devoid of the traditional mechanisms to create connections, which often occur around schools and family, service groups and volunteerism. The trend to virtual and online platforms further exacerbates this issue.
- Sugar Land has a very well educated and diverse population. This represents a huge pool of talents, that could be engaged in thoughtful and quality discussions. These discussions could focus on problem solving and helping the community carefully navigate complex issues.

Encouraging Community Engagement

Objective 1: Create transparency through civic education and empowerment

Sugar Land seeks to find new and innovative ways to build ways for active participation by residents. Our goal is to create smarter avenues to reach our residents and provide meaningful opportunities to contribute ideas and solutions. As a City, we want to strategically tackle important topics and build a better understanding of how these topics might impact residents' day-to-day quality of life. We want to encourage a collaborative process where residents and the City can work together to build collective knowledge, skills, and confidence in decision making.

Objective 2: Delivering enhanced services to demonstrate accountability

City staff are interacting with residents across many issues. There is an organic opportunity to make these day-to-day service interactions more impactful and meaningful. Seeing staff who are fully committed to delivering baseline services is the beginning of trust-building interactions. These interactions also offer the chance to create a dynamic feedback loop from our customers along the way. These interactions also present opportunities to highlight the fiscally responsible approach being taken by the City as it delivers efficient services.

Objective 3: Foster relationships to build trust

Through understanding and celebrating the unique identity and shared values of our community, we can help build a culture of community engagement. The City has a role to help foster meaningful relationships across the community, and to create inclusive opportunities for all residents to connect, collaborate, and contribute to a shared unified future. With examples like promoting volunteerism as a cornerstone of civic involvement, or telling stories of local champions, we can help the community learn about each other, and the shared desires for the future.

Objective 4: Develop opportunities for quality discussions

Like many maturing cities, Sugar Land faces emerging challenges and critical decisions. By tapping into the collective knowledge of the community, there is the potential to make higher quality future-oriented decisions. This will require developing the mechanism and approaches to explore perspectives, and create discussions focused on collaborative problem-solving and consensus-building around important issues that will affect the community.

Focus Area in Action - Example of Implementation

Encouraging Community Engagement | Project: Language Access Plan

A Language Access Plan (LAP) outlines how the City will provide services to individuals who are non-English speaking or have limited English proficiency (LEP). Its purpose is to ensure that language is never a barrier to accessing vital city services and information. The LAP promotes meaningful access and equitable communication for all members of our community.

5.3.3 | IDEAS FROM STAKEHOLDERS

The following bullet points are ideas and actions that emerged during the engagement process. Focus group participants and survey respondents were asked for specific ideas on actions that could be taken to achieve the preferred future, 'Sugar Land Shaping the Next Generation'.

Mobilize a Community Engagement Task Force with a broad cross section of members from community, not for profits, business and City staff.

Increase engagement methods from the City – as people are apathetic. Make sure all engagement areas are covered – social media, next door, water bill contacts, HOAs, WhatsApp Groups and Sign Ups.

The council members are not connected to the community. They need to be seen out in the community, available and accountable.

"The City needs to establish a clear state of the city, analyzed well with data, and more importantly, with critical thinking. The city should not be too eager and too busy to push ideas and concepts without solid communication with its residents. And please remember, we live under a time of great change."

- Community Survey Respondent

Encourage more discussion at community level via regular in person community meetings with City staff and council.

I think the city has already started the process by engaging the community in this process. Now the strategic plan can be finalized, and employees can use it as a road map.

Need more opportunities as community members to engage with the City on an ongoing basis – virtually and consistently in person.

"My vision for Sugar Land in 2035 is that we are all happy with the vision moving forward. By this point I'd imagine we are finished with having conversations about where we should go and start doing it. We then need to have continual conversations about where the vision is taking us. Love that we are gathering input from all sources through this planning process."

- Community Survey Respondent

Need more consistent responses and follow up from City staff regarding resident's enquiries.

Create more in-person and holistic community engagement and connection via more parks, greenspaces and gathering spaces for residents to connect.

Source of Stakeholder Idea:

Focus Groups | Community Survey | Think-Tank

High Level Objective: Actively foster redevelopment of key sites, so they enhance community amenities, and provide forward-thinking housing options

Fostering Sensitive Redevelopment

5.4.1 | IMPORTANCE OF FOSTERING SENSITIVE REDEVELOPMENT

Sugar Land is moving from a rapid development phase to a redevelopment phase. This requires new thinking about how to update and modernize infrastructure, and how to adapt existing buildings to new needs and purposes. This issue of redevelopment and regeneration is complex and sensitive. Many cities like Sugar Land are facing the issue of what to do when they become fully built out. The tendency is for redevelopment to create larger homes, and bigger buildings. It requires thoughtful planning, consideration of the character of areas, and impacts that may come with additional density. However, redevelopment also offers a unique generational opportunity to redesign spaces and enhance the value and benefit to the community. Many redevelopments incorporate important concepts such as public space, environmental buffers, art and culture, and recreational amenities.

As Sugar Land faces more regeneration, it will require thoughtful public dialogue and planning, to capture the value and benefit.

Future Insights

- Creating a redevelopment and regeneration approach offers the opportunity to bring some important renewal to areas that are transitioning between uses. It is an opportunity to design new spaces in the community, that are future oriented and enhance the community amenities.
- A key issue identified by participants in the planning process is the availability and suitability of housing stock. Sugar Land has been designed with a focus on single-family homes. However, people are increasingly seeking more variety in housing, as highlighted in the survey results. A significant percentage of people (43%) saw it was important to very important to invest in creating new housing options, while 40% saw it was not important.

Objective 1: Foster a commercial and residential redevelopment environment

Fostering Sensitive Redevelopment

The City has a vast toolbox to develop an environment that will encourage or prevent development. City regulations such as codes and policies should be changed to encourage suitable redevelopment to happen organically within market realities. For projects that are not financially feasible in the private market, the city may want to implement incentives to further drive the types of development and change it wants to see. The City should also evaluate opportunities for strategic infrastructure investment to incentivize and encourage redevelopment, and do so in a fiscally responsible and efficient manner.

Objective 2: Create a forward-looking and sensitive housing strategy

This housing strategy should aim to respect and enhance the individual neighborhood character and aspirations. The City of Sugar Land is at a crossroads. Less than 4% of land is available for new development and our population has begun to steadily decline with many children growing up and leaving home. There is an opportunity to diversify our housing to meet the housing needs of our changing community, such as smaller homes for empty nesters that want to downsize or first-time homebuyers trying to get into Sugar Land's market.

Objective 3: Prepare key sites (Imperial & Lake Pointe) for redevelopment

There are two significant redevelopment sites in Sugar Land – Imperial and Lake Pointe - that provide significant opportunities to reimagine growth. These sites make up less than 2% of the city's overall land but can have a significant impact on changing the city's trajectory, from creating real estate opportunities for new businesses and housing and positive revenue for the city to continue delivering high quality services. Preparing these sites for development takes a multi-prong approach such as establishing a clear vision, identifying willing partners, securing financing, and providing the proper regulatory environment and incentives to make these financially infeasible projects happen.

Objective 4: Build partnerships between innovative developers and community

Redevelopment of existing land is more complicated and riskier then greenfield (vacant land) development. It requires a robust group of problem solvers willing to work in a collaborative manner and explore best practice and innovative ideas. To be successful in fostering sensitive redevelopment, the city must identify innovative developers and build a collaborative engagement process with the surrounding community.

Objective 5: Communicate value proposition of redevelopment

For any of our redevelopment objectives to be successful, the community needs to understand why we need to redevelop and the benefits and tradeoffs of the choices we must make. Developing and executing on a communication and engagement plan that informs, consults and involves the community will be essential. We know we cannot keep operating the same way we have been and expect life-better-than-you-can-imagine-level results.

Focus Area in Action - Example of Implementation

Fostering Redevelopment | Project: Imperial Char House

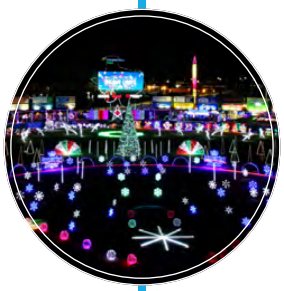
As part of our ongoing commitment to community-driven redevelopment, the City of Sugar Land is making significant progress in revitalizing the Imperial Historic District, a cornerstone of our city's heritage. The City finalized the acquisition of approximately 40 acres—including the iconic Imperial Sugar Char House. Public ownership removes long-standing barriers to redevelopment and follows City Council's authorization of up to $50 million to support the effort. This funding will enable the restoration of historic structures, targeted infrastructure improvements, and professional planning services to ensure long-term community benefit.

5.4.3 | IDEAS FROM STAKEHOLDERS

The following bullet points are ideas and actions that emerged during the engagement process. Focus group participants and survey respondents were asked for specific ideas on actions that could be taken to achieve the preferred future, 'Sugar Land Shaping the Next Generation'.

Fostering Sensitive Redevelopment

- Expand housing for all ages and explain to community why this is important. Increase housing for young professionals via apartments.
- Beef up the rental inspection program.
- "Work on balance and cooperation with the community and the community of business owners. Ensure future builders and projects include a balance of technology and maintaining our sweet charm and small-town feel. Picture a small community with people who come out of their homes, talk and walk (or ride their bikes) down to the market for food and socialization." *- Community Survey Respondent*
- Create multi-use centers that are inviting for the community to use and are not intimidating.
- Work on maintaining current buildings as some of the centers on Highway 6 have looked run down and neglected for years.
- We need a great infrastructure for future including H-E-B type Electric generators for each subdivision.
- Keep the Small-town charm. Keep the history alive including the Sugar Cane fields, the Prison and all of the farms and ranches that have since gone.
- Major thoroughfares are needed. Maybe a HWY 6 by-pass that was once talked about years ago. We need more growth in all of the ETJ south of the river.



- Rethink development in a more sustainable direction. Provide more landscape for beautification and developments that incorporate sustainable measures into their sites.
- Develop the Imperial Sugar site - this land is available.
- In 2035 Sugar Land will be a redeveloping city. We will have completed some projects unfortunately we may not have a char house if it does not get redeveloped. Redevelop parks in the zone 1 area include restrooms.
- Talyard's existence is a great example of what we need: something family friendly that attract adults and sufficient consumer spending.
- Orientate building codes towards climate resiliency
- Provide innovative housing for all ages
- Support a resilient power grid with solar panels and car chargers.
- All new buildings required to be LEED.
- "My vision for Sugar Land would consist of a lot of rehabilitation to the older properties in the City. For one the sugar factory, doing something with that building as currently it is not appealing. Transforming that building into offices, small boutiques, or restaurants on the lower floors and apartments on the upper floors could really impact the image of the city." *- Community Survey Respondent*
- Smart traffic intersections are timed better which interact with outside jurisdictions.

Source of Stakeholder Idea:

Focus Groups | Community Survey | Think-Tank

5.5 | STIMULATING ECONOMIC GROWTH

Stimulating Economic Growth

High Level Objective: Stimulate new and innovative economic and business growth, that creates new start-ups and employment and contributes to the economic vitality of the city

5.5.1 | IMPORTANCE OF STIMULATING ECONOMIC GROWTH

Building the economic base of the community will help drive additional revenue streams to the city and community. It can also help boost the reputation and sense of vibrancy in the community. There is strong support for technology focused economic development, and Sugar Land could work to position itself as a key emerging hub for such business growth.

Sugar Land is a significant economic and employment hub. This should be leveraged to help ensure the city remains an important and well-regarded hub for business and commerce.

Future Insights

- During the planning process, the topic of having a live-work scenario in Sugar Land was appealing to many residents. This requires the type of jobs and salary that suit the population in Sugar Land. There was a lot of support for the concept of technology and innovation jobs – which was seen as a good match to the community.
- Sugar Land already has significant destinations, including retail and sporting facilities, and important medical and business locations. This can be leveraged further, including tourism potential and the leveraging the airport.

Objective 1: Foster a thriving innovative and life science ecosystem

Stimulating Economic Growth

Sugar Land has a well-educated and diverse population of residents, and high-quality City staff with deep expertise. There is the opportunity to tap into this talent, and foster an innovation ecosystem that attracts creative thinkers, entrepreneurs, and forward-thinking businesses. By investing in infrastructure, collaborative spaces, and technology-driven initiatives, the City could help create new ideas and transformative solutions. This approach is part of the pathway to ensuring Sugar Land remains competitive and resilient in the ever-evolving global economy.

Objective 2: Cultivating and maintaining our business partnerships

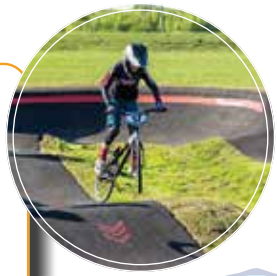
Strong partnerships are the cornerstone of Sugar Land's future economic vitality. Having a strong business ecosystem requires the City prioritize cultivating and maintaining meaningful relationships with its business community. By collaborating with local industries and regional stakeholders such as small businesses, technical schools, school districts, and non-profits, Sugar Land can create the conditions to help ensure continued growth and shared success.

Objective 3: Job creation, attracting businesses, visitors and residents

Sugar Land has a unique opportunity to actively drive new local job creation by enhancing the existing business-friendly climate that aligns with our trailblazing values. The importance of local job creation was highlighted through the community engagement process. Making Sugar Land the 'place to be' will help ensure a balanced growth of the workforce, a robust economy, and an unmatched quality of life.

Objective 4: Establishing a bold tourism strategy

Sugar Land is shaping a tourism strategy to showcase its unique culture, attractions, and world-class amenities. By leveraging key assets like events, entertainment and sports venues, and natural beauty, the city can captivate visitors and strengthen its reputation as a premier destination. This will elevate Sugar Land's economic impact and enhances community pride while creating unforgettable experiences for residents and visitors alike.



Focus Area in Action - Example of Implementation

Stimulating Economic Growth | Project: Business Walk

City staff piloted Sugar Land's first Business Walk, an innovative outreach effort to learn directly from local businesses about their experiences, challenges, and future goals. The feedback was overwhelmingly positive—businesses rated the City's reputation highly and expressed appreciation for the City's direct engagement and willingness to listen. Insights gathered from the Business Walk will help shape strategies to better support and empower local businesses, from addressing operational needs to identifying new growth opportunities. The success of this pilot program has set the stage for expanding Business Walks in future years, reinforcing the City's commitment to Stimulating Economic Growth through open dialogue, strong partnerships, and responsive action.

5.5.3 | IDEAS FROM STAKEHOLDERS

The following bullet points are ideas and actions that emerged during the engagement process. Focus group participants and survey respondents were asked for specific ideas on actions that could be taken to achieve the preferred future, 'Sugar Land Shaping the Next Generation'.

- Embrace Smart Technology.
- Encourage educational opportunities for youth via strong school system leading to economic growth.
- Provide Class A office spaces to encourage start-ups into Sugar Land.
- Encourage more start-ups into Sugar Land with innovation spaces and hubs.

"My vision for Sugar Land is to be the premier destination of world-recognized businesses and local start-ups alike; the place that working professionals and families simultaneously call home; and the regional destination for all to come and enjoy everything Sugar Land has to offer! It will take hard work, dedication and perseverance to make this happen."

- Community Survey Respondent

"Sugar Land is part of the "next ring" of growth. Sugar Land needs to position to be a major hub in the community as growth begins to extend beyond the city. Richmond is a desired location now and activity is beginning to stir in Beasley and Needville. Sugar Land could be the business hub for developing cities."

- Community Survey Respondent

- Make Sugar Land a foodie destination and bring unique restaurants into the city – would enhance economic growth and appeal to residents and visitors.
- Keep our educated youth here by building opportunities via an innovation center and atmosphere.
- More local food and coffee shops, with reduced leasing costs, so that businesses can survive and thrive.

- Grow the medical/healthcare industry with business and innovation hubs.
- Build multi-purpose recreation facilities and more subdivisions for aging in place

- Transform transportation with traffic mitigation, less commuting and charging centers.
- Grow the School District with expanded specialized training which will stimulate economic growth by retaining talent.

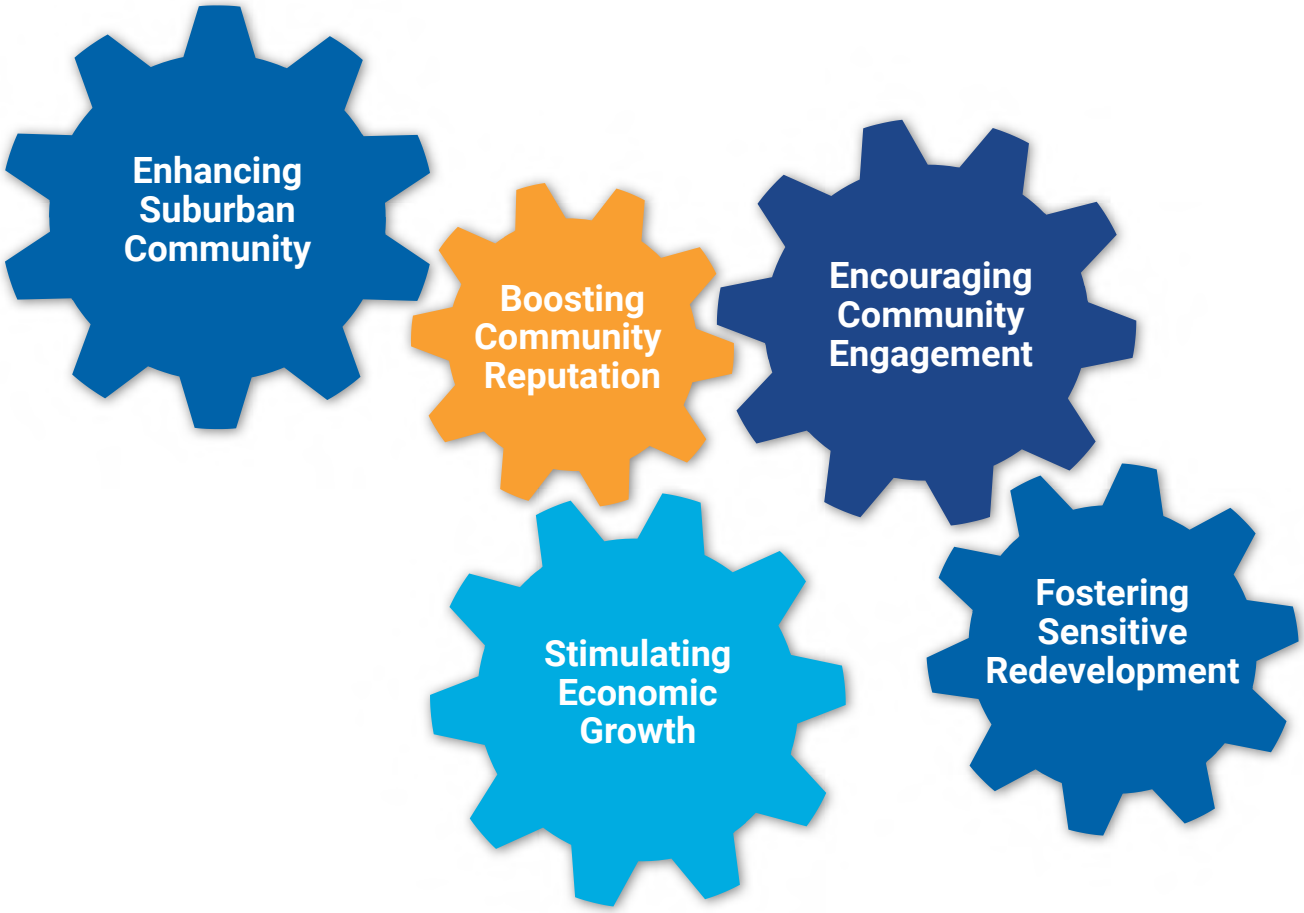
Source of Stakeholder Idea:

Focus Groups | Community Survey | Think-Tank

6.0 | DYNAMIC SYSTEMS-THINKING APPROACH

The framework for 'All-In Initiatives' that was developed through the strategic planning process has identified a set of key objectives that will help the City of Sugar Land pivot its trajectory towards the 'Sugar Land Shaping the Next Generation' scenario. This framework is the culmination of engagement and input via survey, in person events, and deliberation by the focus groups. The resulting overall framework creates the basis of the roadmap to the future and the guiding vision that will inform future planning efforts by the City of Sugar Land.

The 'All In Initiative' areas and their objectives are mutually supportive and interdependent. The framework should be looked at in its entirety, as the elements support each other, and are intended to create synergy. For example, community reputation will be boosted by successful sensitive redevelopment of key sites. Also, enhancing the suburban community helps drive the community engagement approaches.



Future Insights

- The implementation of the strategic framework will include a focus on metrics, trailblazing ideas and fulfillment of key objectives. The framework offers great scope for innovation and bringing best practice ideas to a range of key areas. This fits well with the trailblazing ethos that has been developed by the City and Council.
- Sugar Land is poised to regenerate its value proposition and reputation, that is a fresh new take on the traditional underlying values and success. This will help the community retain its cutting edge and high quality service, amenities and strategic foresight.

7.0 | NEXT STEPS – ROADMAP TO THE FUTURE

The City of Sugar Land has undertaken an extensive strategic planning process that has produced the following outcomes:

- **Documented a detailed understanding of the community's views across a range of important topics and future shaping factors.**
- **Allowed detailed examination of plausible future scenarios, explored expected, least desired, and preferred futures, and built an understanding of the implications of these future options.**
- **Identified a preferred vision for the future that represents a point of consensus (while acknowledging that there are a variety of viewpoints).**
- **Identified key 'All-In Initiatives,' objectives, action areas, and community ideas.**

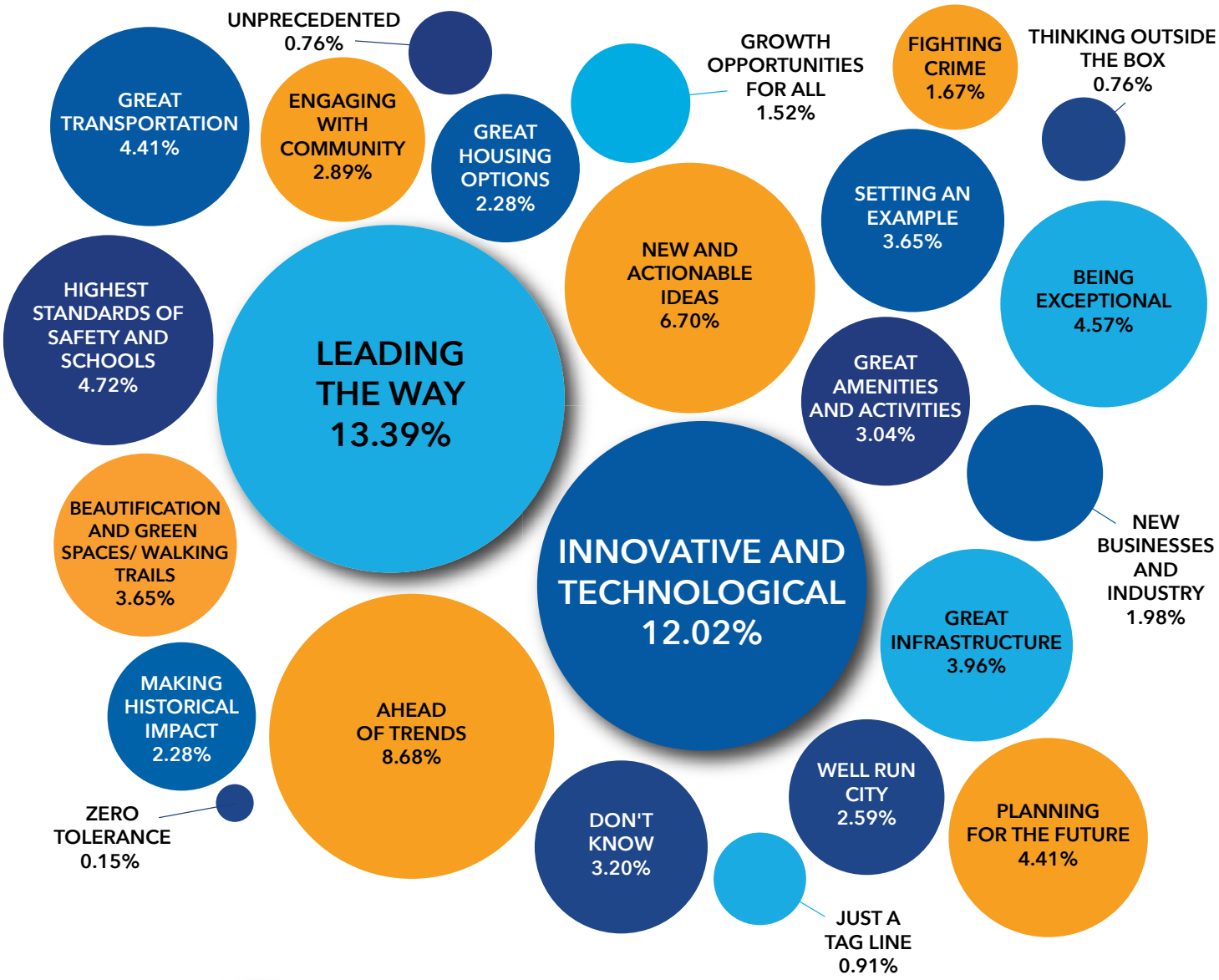
The community of Sugar Land has shown a healthy appetite for change going forward. This is the first step toward the preferred future 'Sugar Land Shaping the Next Generation,' that will guide the City's future planning efforts.

This work has been built on public participation and open and transparent dialogue. The next steps will include:

- **Development of detailed metrics, by City staff, to be able to identify and track success.**
- **Empowerment of Chief Trailblazers allocated to each 'All-In Initiative' area, to begin the process of ideas and actions under each of the objectives.**

Answers to the Strategic Action Plan Stakeholder Survey Question:

WHAT DOES A 'TRAILBLAZING CITY' MEAN TO YOU AND WHAT TOPICS SHOULD WE BE 'TRAILBLAZING'?



Approximately 10% of survey respondents viewed the Trailblazing City term in some negative way, for example seeing it as jargon or being skeptical about the outcomes. These comments were largely from residents, with the staff survey respondents being generally highly supportive of the term and the approach.

8.0 | A MESSAGE FROM THE CITY MANAGER

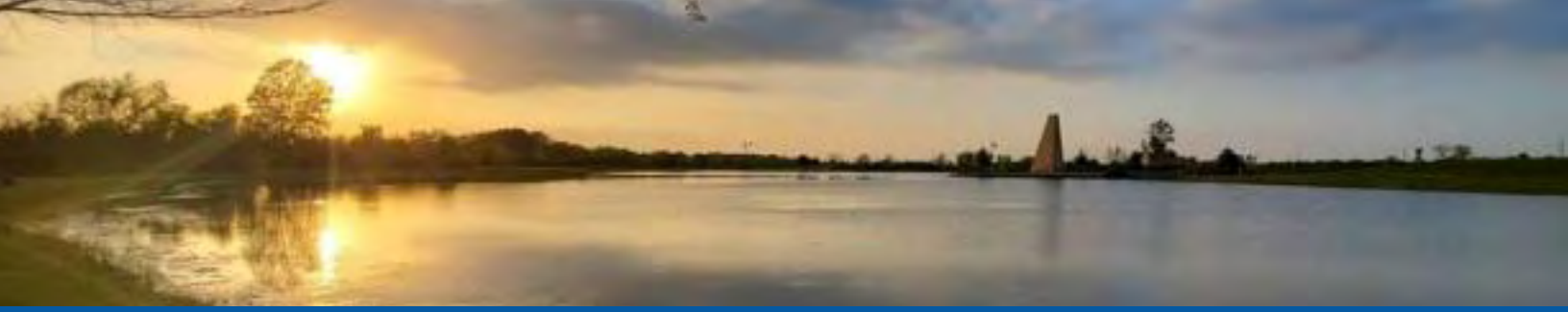
I want to extend my sincere gratitude to everyone who played a role in shaping the City's 2025–2027 Strategic Action Plan. This plan reflects the collective effort, creativity, and dedication of our community. It represents the ideas shared by residents, businesses, and the hard work and commitment of City Staff who continue to bring those ideas to life.

The voices of our community have been at the heart of this process, ensuring that our priorities align with what matters most to those who live, work, and visit Sugar Land.

As we move forward, this plan will serve as our roadmap — guiding how we deliver exceptional service, strengthen community connections, and continue to build a thriving, forward-thinking Sugar Land. Together, we're not just planning for the future — we're creating it.

Mike Goodrum

City Manager, City of Sugar Land, TX



9.0 | FOR MORE INFORMATION

For more information on the City of Sugar Land Strategic Action Plan project please contact:

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CITY OF SUGAR LAND

STRATEGIC ACTION PLAN

TEXAS, USA

UPDATED OCTOBER 2025